

**TOWN OF DAVIE  
WORKSHOP MEETING  
AUGUST 21, 2006**

The meeting was called to order at 6:02 p.m. and was followed by the Pledge of Allegiance.

Present at the meeting were Mayor Truex, Vice-Mayor Crowley and Councilmembers Paul, Starkey, and Caletka. Also present were Acting Town Administrator Cohen, Town Attorney Kiar, and Assistant Town Clerk McDaniel recording the meeting.

Mr. Cohen explained that the proposed budget was balanced and had no new taxes, no increases to the general fund millage rate or fire assessment; however, there was some room for flexibility for lowering these, if Council desired. He recommended that Council consider increasing the reserve and indicated that the reserve was approximately \$12 million, a \$5 million reduction from the previous year.

Mr. Cohen distributed a report reflecting a 15% reduction in the proposed budget. Councilmember Paul indicated that her request had been for "figures," not a request for a cut and looking at the figures provided by Mr. Cohen, she said that "needless to say, we're going to have to back off from that."

Mr. Cohen distributed a report comparing the proposed budget to the departments' requests and administrator's suggestions. Another report summarized the major increases by department.

Mayor Truex invited the public to speak.

Marcia Goss, 5280 SW 33 Street, explained that her mobile home had been destroyed in Hurricane Wilma and Councilmember Paul had advised Ms. Goss to contact Community and Housing Director Shirley Taylor-Prakelt, who had helped her. Ms. Goss said that everyone in the Housing Department was very dedicated and sincere. She asked Council to provide that department with "every bit of money you can give them."

Douglas McIntosh, representing Hope Outreach Center, asked Council to agree to the Center's request for funding. He reported that Hope Outreach had assisted over 2,078 families, and over 6,586 adults and children last year alone. Mr. McIntosh added that Hope Outreach had exceeded their budget last year for direct emergency and monetary relief by 100% due to Hurricane Wilma, and they were still 100% over in their emergency gift assistance, having distributed \$70,000 to persons in need. He advised that they had distributed food, gas and other vouchers worth over \$142,000.

Dorothea Desion thanked Councilmember Starkey for donating clothing to her and her daughter after they lost their belongings in the Arrowhead fire. She thanked others in the Town for helping her recover from the fire.

John Malee, another victim of the Arrowhead fire, thanked Town employees for their help after the fire, including the Fire and Housing Departments.

Beth Kofski, representing Barrier-Free Housing Program, asked for Council's support for the disabled and elderly citizens in the Program. Ms. Taylor-Prakelt explained that this Program was under the SHIP program, which was a source of funding for Housing and Community Development. She added that the Barrier-Free program funded home modifications for the disabled.

Marlon Luis, 13251 SW 16 Court, said the safety of his family was most important to him and asked Council not to cut the budgets of the Fire or Police Departments.

Mayor Truex closed the public comments.

Deputy Budget and Finance Director Carol Menke explained that the year-to-date report updated every time it was run. Mayor Truex recommended including an "as of" date whenever the report was run. Vice-Mayor Crowley noted that it was difficult to compare the actual year-to-date costs because of Hurricane Wilma. Mr. Cohen remarked that the heaviest toll was taken in the Public Works Department, while other departments were mainly affected in terms of personnel.

Mayor Truex acknowledged that Council was interested in reducing the millage rate this year and he felt it would be practical to cut the millage rate incrementally over five years, to be balanced by a gradual increase in revenue. He agreed with Mr. Luis that there should be no cuts in the Police or Fire Departments.

Vice-Mayor Crowley said he supported all of Mr. Cohen's recommendations and agreed with Councilmember Paul that a 15% cut would not be possible, but there was room for small decreases. He felt Council should give staff direction on a desired decrease and then let staff prepare a new report reflecting this.

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Councilmember Caletka agreed with the incremental decrease in the millage, but also wanted to roll back the fire assessment. He indicated that a reduction of \$1 should total approximately \$50,000.

Councilmember Paul agreed with the millage reduction and that Council should not cut Police and Fire Department funding. She realized that Council would need to set priorities to establish where they felt cuts could be made.

Councilmember Starkey pointed out that police and fire had always been Council's priority. She agreed that any rollback should be a long-range plan, and should include planning for department staffing. Mr. Cohen explained that the eight unfunded Police Department positions were created in the hope that vacant positions would free up some funding for them. Staff had hoped to be able to fund those positions by April 1, but this had not been possible, but they had been able to allocate funding for these positions for the last two months of the year. These eight positions would be fully funded next year, and four new unfunded positions had been created for next year.

Councilmember Starkey wanted comparison figures for outsourcing certain Departments such as Human Resources and the Town Attorney's Office, to see if this would present any cost-saving opportunities. She felt that legal costs for the Development Services should be recovered by some form of assessment or fee instead of coming out of the general revenue. Mr. Cohen confirmed that there was approximately \$6 million in a reserve account for Development Services legal costs. Mr. Cohen clarified that the reserves only impacted the Engineering and Building Divisions, so replenishing the reserves would not benefit administrative expenses. Ms. Menke explained that years ago, they allocated legal service costs by departments, then the costs were consolidated under the Town Attorney's Office. She advised that they could create a line item under Development Services or under the Town Attorney for these costs. Mayor Truex said he was in favor of recovering legal fees from certain funds, or passing them along under cost recovery, but did not want to go back to the old system. Mr. Cohen agreed that a break down of the allocation was possible. Councilmember Starkey said she wanted "growth to pay for itself," via cost recovery for legal opinions. Mr. Cohen agreed to look into incorporating legal fees into their existing cost recovery process.

Mayor Truex was opposed to privatizing Human Resources as he felt it was better to fix any problems with the department. He believed that any essential governmental service should not be outsourced.

Councilmember Starkey agreed that there should be a rollback in the millage rate, and she was also opposed to any Cuts in Police and Fire Departments.

Regarding the endowments, Mayor Truex said ARC Broward had not been in the budget before, and was requesting \$15,000.

Councilmember Paul reminded Council that they donated funds to charitable organizations throughout the year, through a variety of methods. She asked for a list of all donations, in all forms, made during the course of the year to get an accurate picture. Councilmember Paul acknowledged that the Community Endowment Fund included a substantial amount of funding for a neighborhood revitalization program and she had sought additional funding. She pointed out that federal monies for these programs had been cut, increasing the burden on municipalities. Councilmember Paul hoped to be able to allocate additional funds to Ms. Taylor-Prakelt's programs, instead of using donations.

Councilmember Paul wondered if some of the costs listed under capital outlay appropriations should be in the capital budget as she felt the capital budget was more an improvement plan than a capital budget. Mr. Cohen explained specific allocations and reminded Councilmember Paul that the capital budget was approved by Council, and they could remove any items they felt unnecessary. He added that items in the capital outlay appropriations were needed to continue current levels of service. Ms. Menke noted that if items were moved to the capital budget, this would not free up money for something else, because money would have to be transferred to the capital budget. Councilmember Paul thought the idea of the capital budget was to borrow the funds. Mayor Truex felt the Town had borrowed enough over the last five years and should refrain from any more debt until some of the current obligations were paid off.

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Councilmember Paul asked staff to find a way to fund Ms. Taylor-Prakelt's Neighborhood Revitalization Program without using the endowment fund. Ms. Menke said the transfer from the endowment was needed to balance the budget; if they removed this from the Neighborhood Revitalization Program, the budget would no longer be balanced until another source of revenue was found to fund it. Mr. Cohen agreed to review this and report back to Council.

Councilmember Caletka said he would like to see the endowment reduced by 20% every year until the endowment was reduced \$50,000 to \$60,000 because "we are government, and we are not charity." He felt they should go to a community chest-like endowment. Councilmember Caletka wanted to reduce the endowment from \$283,000 to \$226,000 this year. Vice-Mayor Crowley felt Council should review the line items on the not-for-profit donation requests. He did not favor any additional funding, or adding any more not-for-profits to the list. Vice-Mayor Crowley felt the increased funding for the Orange Park Program and the Neighborhood Program could be found somewhere else.

Mr. Cohen asked if Council wanted to roll back to last year, and cut back by 20% as Councilmember Caletka suggested. He confirmed that Council wanted him to find alternative funding for a total of \$125,000 for Ms. Taylor-Prakelt's programs, and continue to fund \$78,000 out of the endowment. Vice-Mayor Crowley advised that he wanted all the items to remain the same as last year, with no new programs, and no additional funding for existing programs. He added that Council would investigate funding for the Neighborhood Revitalization Program and the Orange Park Program.

Parks and Recreation Director Dennis Andresky explained to Councilmember Starkey that the scholarship program was structured as a discount program, with the kids paying less for uniforms and having their registration fees waived. The \$15,000 Councilmember Starkey inquired about was meant to cover this. Councilmember Starkey wanted this amount to come from the Parks and Recreation budget instead of from the endowment program as she felt the increase in fees last year could cover this. Mr. Andresky agreed he could accommodate this request if it was the only one. Councilmember Starkey said corporate sponsorship could hopefully be found. Mr. Cohen agreed to create another line item in the Parks and Recreation budget.

Councilmember Starkey agreed that the Town should roll back the endowment to last year's levels. She acknowledged that some of the existing charities did need the additional funds they had requested, and promised to try to help them herself. Councilmember Starkey disagreed with the \$42,000 request for the Crime Prevention Commission, and felt it had been unrealistic to request it. Police Chief John George said he could accomplish most of this through the Police Department's law enforcement trust funds.

Mayor Truex did not agree that Council needed to cut that much from the endowments and indicated that he would not add ARC Broward or the Crime Prevention Commission. Mayor Truex agreed another source of funding could be found for Ms. Taylor-Prakelt's programs. Councilmember Paul said if other funding was found for Ms. Taylor-Prakelt and the sports scholarship was cut, they were down to \$190,108.

Mayor Truex felt they should decide on a target millage rate, instead of going through the budget line by line. Vice-Mayor Crowley noted that many of their questions could be directed to Mr. Cohen directly. Mayor Truex said if the millage rate was reduced to 5.050, the fire assessment was reduced by \$1, and the other cuts that had been discussed, the budget had been reduced \$550,000. Mayor Truex did not favor reducing the fire assessment. Councilmember Caletka said the main reason he wanted the fire assessment lowered was because it affected his lower-income district more than the other districts. He suggested reducing the millage rate to 5.060 and a \$2 decrease in the fire assessment. Mr. Cohen did not recommend reducing the fire assessment.

Mr. Cohen stated that the total budget was \$99 million. He explained there were several areas where they could not make cuts, leaving them with approximately \$20 million over which they had some discretion. Mr. Cohen felt their goal of a 5.050 millage rate was a little too ambitious.

Mr. Cohen explained to Councilmember Starkey that the Code Compliance Officer funded in the Community Redevelopment Agency (CRA) budget would report to Code Enforcement, but would be available to the CRA for weekly meetings. He noted that funding the new position through the CRA was more

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beneficial to the general fund because the Town must pay a certain amount to the CRA and since this Code Compliance Officer was dedicated to the CRA, the Code Compliance Officer currently covering that area could devote his or her efforts into a different area.

Development Services Director Mark Kutney explained that the planner would be responsible to the CRA board and described a few of the projects for which this planner would be needed. He remarked that this was money well spent and would ultimately benefit the Town very much. Councilmember Starkey asked if the CRA could fund full- or part-time positions in the Housing and Community Department. Mr. Cohen agreed to investigate and provide information at the next Council meeting. Ms. Taylor-Prakelt stated that she had not had success with part-time positions because qualified people wanted jobs with benefits. She added that she wanted to change to full-time positions because they would get a better caliber of employee. Ms. Taylor-Prakelt had no objection to sharing funding sources for the position.

Councilmember Starkey said there seemed to be a substantial jump in salaries and benefits in Human Resources. Mr. Cohen explained that they were suppose to add two positions and deleted one, but they never had deleted the intended position. Councilmember Starkey questioned why the Labor Relations Coordinator was under Human Resources. Mr. Cohen said this position would report to the Human Resources Director. He noted that this person would be concerned with Police Department hiring, and this required specific knowledge Councilmember Starkey felt this position should be responsible to the Police Chief. She wanted to change the position title to Public Safety Human Resource Coordinator and include the position line item in the Police Department's budget. Mr. Cohen noted that the person could not report to both the Police and Fire Chiefs, and suggested the person work only for Public Safety, but still report to the Human Resources Director. Councilmember Starkey rejected this idea and said the Police and Fire Chiefs had agreed that neither one minded if this position reported to the other chief. Councilmember Paul and Vice-Mayor Crowley agreed with Councilmember Starkey's suggestion to change the position. Mayor Truex felt this would cause problems in the future and Councilmember Caletka agreed.

Councilmember Paul asked about the \$201,000 for Human Resources Professional Services. Mr. Cohen provided a breakdown of these costs and agreed to provide an explanation of the increases to Council.

In Housing and Community Development, Councilmember Paul asked about the internal charges line items. Ms. Taylor-Prakelt described several technical problems her department had experienced which accounted for the increase in billable hours.

Regarding Councilmember Starkey's suggestion to investigate outsourcing Town Attorney services, Mr. Kiar explained that the Town Attorney's actual spent tended to be substantially less than the budget. The total actual expenses last year were \$456,000, while the adjusted budget for this year was \$777,000. Mr. Kiar reminded Council that this did not take into account the funds the Town Attorney recovered in lawsuits. Mr. Cohen remarked that they had "a lot of things going on in legal now." He feared if he cut this item now and any of these legal issues developed into lawsuits, they would only be forced to dip into the reserve fund to cover the expenses. Mr. Cohen agreed to examine this item for possible reductions.

Councilmember Paul asked for a breakdown on vehicle usage and fuel lines; Mr. Cohen agreed to provide this.

Councilmember Starkey returned to the Police Department staffing issue and felt the newly-annexed Pine Island Ridge area required five officers and more officers were needed Town-wide in order to achieve their goal of 2.5 officers per 1,000 residents. Mr. Cohen noted that even though they had reduced the number of police officers last year, crime was actually down, and he felt the Department was doing an excellent job with the staff they had. He and Chief George had discussed adding 28 officers over a three-year period - 12 now, 8 next year, and the balance the third year. Chief George noted that eight positions had been reduced last year. From 2003 to 2005, the Police Department's staffing level remained the same, even though the Town's population had grown. Chief George felt this had caused the Police Department to become more reactive rather than proactive, which resulted in changes in crime trends. Chief George was also having trouble

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replacing officers lost to attrition. He asked Council to plan to hire 28 officers over the next three to five years to get back to their previous level of service.

Councilmember Starkey stated that some communities were utilizing a buyout program for retiring officers, so they could be replaced with more new officers. She asked Chief George and Mr. Cohen to consider a buyout program for Davie to get more officers on staff. Councilmember Starkey also wanted to have mounted patrols on the trail system to reduce crimes and vandalism. Councilmember Paul offered to board a mounted patrol horse on her property.

Mayor Truex confirmed with Chief George that his request for 28 officers did not include any additional officers for Broadview Park or Pine Island Ridge. He agreed with the plan to phase in 28 officers over a three-year period. Mr. Cohen explained that the eight positions were fully funded in this budget and added that each new officer represented an additional \$100,000. Chief George presented Council with a document showing the Police Department's budget, with percentage increases and decreases. Mr. Cohen agreed to create eight unfunded positions to fill over the course of the next year. Councilmember Starkey wanted to find funding for the additional officers, and Chief George agreed that if Council could find funding for four positions, he would work to identify funding for the other four. He felt Council should conduct a study to determine the advisability of buying out higher-grade people. Chief George drew Council's attention to the document showing the 19% increase in vehicle use costs. Ms. Menke and Mr. Cohen explained how the vehicle costs were distributed and charged. Chief George explained that a previous Town Administrator had initiated the program allowing officers to take their vehicles home, and stated that there were benefits and costs to this practice. He did not want to take this benefit away from an employee, but said he would try to mitigate this if Council desired.

Councilmember Paul asked if the increase in the Public Works retirement contribution was due to the new union contract. Ms. Menke said the budget assumed that the majority of the employees would go into the new defined benefit plan.

Regarding the landscaping grant expense increase, Mr. Cohen explained that this was for the median landscaping for which the Town had requested grant money. These were matching grants, so only if and when the grant money was received would they need to contribute their portion of the funds.

Councilmember Paul asked about Internal and External Building Maintenance. Mr. Cohen stated that there were formerly two separate funds spread through the internal service funds, but they had been consolidated for clarity. Since the items were controlled by Public Works, they had been included here. Councilmember Paul remarked that there was another Capital Outlay and Equipment section in the Public Works Department. She noted a reduction in Parks/Ground Maintenance costs. Mr. Cohen explained that this was an error and should be \$120,000 more than the report showed, which was comparable to last year.

Returning to the Charities, Councilmember Starkey referred to the Community Endowment, and said Districts 1 and 4 had line items that were zeroed out. She wanted these items eliminated from the list.

Councilmember Caletka wanted to cut the millage rate to 5.090, with \$125,000 to go to Ms. Taylor-Prakelt's program, and a cut in the fire assessment of \$1. These reductions totaled \$250,000, which he felt was very reasonable. Councilmember Paul wanted to reduce the millage rate to 5.050, with no reduction in the fire assessment. Councilmember Starkey agreed with this, provided the police positions were not cut. Councilmember Paul asked Mr. Cohen to create a report based on both of these suggestions. Mr. Cohen said it would be difficult now to create a complete outsourcing study, as this required the efforts of an outside company and doubted this could be conducted in time. Mayor Truex felt this was separate from the budget process, and acknowledged they could not expect this to be completed this year. Councilmember Starkey felt the next step was to create a request for proposal for the outsourcing study. Mr. Cohen agreed to create a proposal for the outsourcing and present it to Council prior to sending it out. He would also have the department create a proposal and Council could compare the two.

Councilmember Starkey thought they could avoid "doing all these little things piecemeal like this" if they conducted a management efficiency study, which she had been requesting for some time. She felt this

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would pinpoint where they could be most efficient in saving money. Mr. Cohen reminded her that this study must be added into the budget, which Council could do if they wished. Councilmember Starkey thought the study could be done by a private consultant or through a university's MBA program.

Councilmember Paul recommended that two of the four positions in the Finance Department budget be removed.

Mr. Cohen agreed to provide Council with new figures based on the recommendations made this evening: reduce the millage rate to 5.090 and reduce the fire assessment by \$1; however, the majority of Council did not want to reduce the fire assessment. Council considered cutting the millage to 5.080, with no reduction in the fire assessment. Vice-Mayor Crowley felt another workshop was needed.

Ms. Menke stated that on September 6th, Council must adopt a tentative rate and added that Council could reduce the rate at the second reading on September 20th, but they could not increase it. As of now, the 5.1 rate would appear on the trim notices.

Mr. Truex suggested that if Council was still uncertain after seeing Mr. Cohen's figures based on the 5.090 millage rate, they could vote to keep last years rate until they resolved their uncertainties.

There being no further business to discuss and no objections, the meeting was adjourned at 9:50 p.m.

Approved \_\_\_\_\_

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Mayor/Councilmember

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Town Clerk